



UNITED STATES ADVISORY COMMISSION ON PUBLIC DIPLOMACY

2015 Comprehensive Annual Report on Public Diplomacy and International Broadcasting

Focus on Fiscal Year 2014 Budget Data

Broadcasting Board of Governors

Edited by:

Katherine Brown, Ph. D.
Executive Director, U.S. Advisory Commission on Public Diplomacy

Chris Hensman
Senior Advisor, U.S. Advisory Commission on Public Diplomacy

Palak Bhandari
Summer Associate, U.S. Advisory Commission on Public Diplomacy



The Views represented herein are those of the Advisory Commission on Public Diplomacy and do not necessarily reflect the views of the Commission's administrative home, the Department of State.

WASHINGTON-DIRECTED ACTIVITIES



BROADCASTING BOARD OF GOVERNORS (BBG)

Alhurra's correspondent Hayder Alabdaly reports live from Jordan
on the murder of Jordanian pilot Moath al-Kasasbeh by ISIL. MBN

Broadcasting Board of Governors

FY13 Actual - \$713.3 million; FY14 Actual - \$733.5 million; FY15 Planned - \$721.26 million; FY16 Request - \$751.5 million

The BBG's media services include two federal networks, the Voice of America (VOA) and the Office of Cuba Broadcasting (OCB), in addition to three non-profit grantees: Radio Free Europe/Radio Liberty (RFE/RL), Radio Free Asia (RFA), and the Middle East Broadcasting Networks (MBN). In addition to these five networks, the BBG also oversees the International Broadcasting Bureau (IBB), which handles oversight, program distribution, a variety of support functions, interagency coordination, partnership development, and strategic planning for the BBG.

The International Broadcasting Act of 1994 established the standards and principles for the BBG. It also includes the VOA Charter of 1976, which requires broadcasts to include accurate, reliable, objective and comprehensive news, balanced presentations of United States institutions and policies, and information about developments throughout the world.

The BBG's strategic goals, as expressed in the FY 2014-19 Strategic Plan, are to expand freedom of information and expression and communicate America's democratic experience as expressed in the FY 2014-FY 2019 Strategic Plan. Within these broad goals, the BBG has six strategic objectives, including 1) produce journalism of exceptional value that responds to the

mission, meets audience interests, and expands alternatives in the marketplace; 2) reach the information-denied, underserved, and targets of extremist rhetoric and violence; 3) overcome censorship; 4) optimize the media mix and program delivery by market; 5) serve as a robust U.S. news bureau and cultural bridge; and 6) empower citizen information gathering and exchange.

In 2013, BBG research showed that the measured weekly audience for its combined programming was 206 million people per week, which was a net increase of nearly 31 million from 2012. In November 2014, BBG announced that its programming was consumed by 215 million people per week. Using the 2014 data, the BBG's largest audiences were in Indonesia (31.4 million), Nigeria (16.4 million), Iran (15.6 million), Mexico (14.9 million), Afghanistan (9.9 million), Ukraine (7.6 million), Ethiopia (6.9 million), Pakistan (6.5 million), Iraq (6.2 million), and Bangladesh (5.3 million). The countries where BBG stations reach the highest percentage of the population were Kosovo (59.7 percent), Afghanistan (57.7 percent), Somalia (51.6 percent), Albania (49.0 percent), UAE (48.4 percent), Kuwait (38.9 percent), Armenia (38.8 percent), Qatar (38.1), Liberia (36.3 percent), and Iraq (35.5 percent).

FY 2014 ACTUAL BUDGET

TECHNOLOGY, SERVICES AND INNOVATION (TSI)

FY 2014 Actual: \$177.9 million; 433 employees

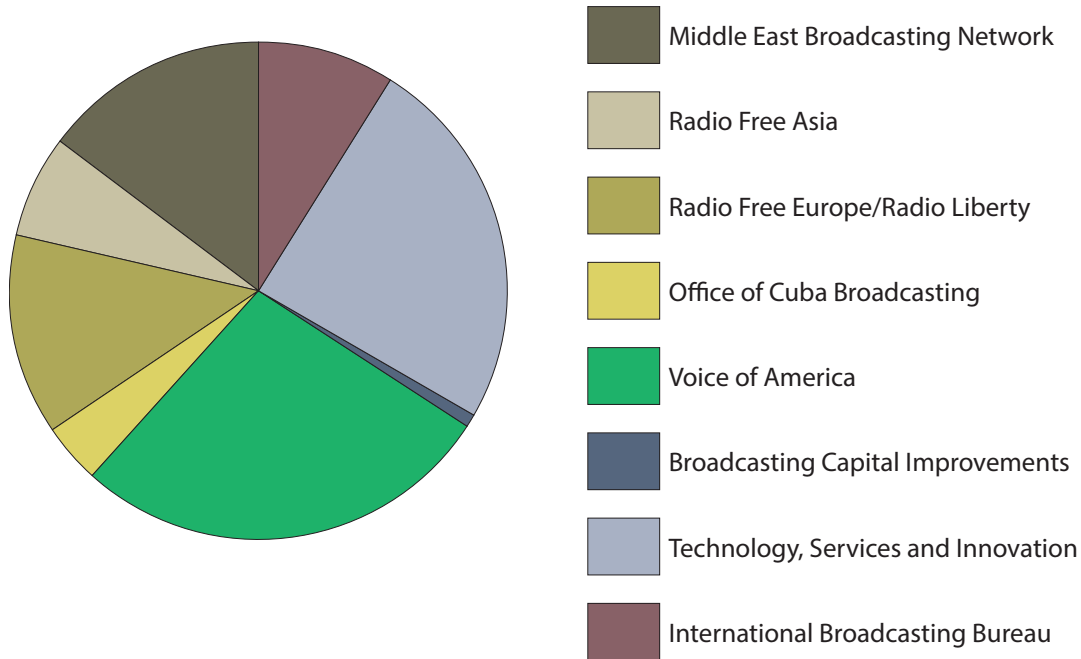
The IBB's Office of Technology, Services, and Innovation (TSI) manages a broad range of technical and infrastructure functions, including delivering program content for all BBG networks through a global network of transmitting sites and an extensive system of leased satellite and fiber optic circuits, and providing information technology support to offices throughout the agency. TSI strives to distribute BBG content in the most cost-effective and efficient manner possible. It manages more than 90 transmitting sites worldwide that deliver shortwave, medium wave, FM, and TV broadcasts. TSI also leases broadcast time at 12 transmitting sites in 11 countries.

INTERNATIONAL BROADCASTING BUREAU (IBB)

FY 2014 Actual: \$65.4 million; 241 employees

The International Broadcasting Bureau (IBB) is comprised of the Offices of the General Counsel; Chief Financial Officer; Communications and External Affairs; Strategy and Development; Digital and Design Innovation; Performance Review; Research and Assessment; Contracts; Human Resources; Civil Rights; Policy; Security; and Technology, Services, and Innovation. These offices support BBG operations, providing the following functions: researching the reach of broadcast content; creating digital media platforms and undertaking other digital media initiatives; strategic planning; marketing content to overseas partner stations; providing financial services, such as payroll and invoice payment; awarding and administering contracts; supporting personnel; conducting relations with Congress, the media, and other interests; and ensuring physical security.

FY14 Budget Breakdown



BROADCASTING CAPITAL IMPROVEMENTS

FY 2014 Actual: \$6.0 million

Broadcasting Capital Improvements (BCI) provides funding for large-scale capital projects and for improvements to and maintenance of the BBG's global transmission network and digital multimedia infrastructure. The Office of Technology, Services, and Innovation (TSI) manages many of the BCI projects in the IBB. The BCI account also supports capital projects managed by the IBB Office of Security, VOA Television, and the Office of Cuba Broadcasting.

VOICE OF AMERICA

FY 2014 Actual: \$201.6 million; 1,121 employees

Languages: 45

Countries: 60+

Affiliates: 2,350 stations; TV Programs: 70+; Radio Programs: 200+

VOA is the largest of the BBG's networks. It aims to provide a forum for open debate and an opportunity to question newsmakers and U.S. officials through call-in shows and web interactives. Its programs are guided by the legally mandated charter that requires news to be accurate, objective and comprehensive. In features or editorials, it aims to project the U.S. vantage point. From its Washington headquarters, VOA produces more than 70 television shows, and more than 200 radio

programs. Individual language services maintain their own websites, mobile platforms and social media sites. VOA reaches a significant part of its audience on affiliate stations that re-broadcast its programs or receive live updates from VOA reporters. This affiliate network now includes more than 2,000 individual stations.

40 Services Total: \$117.712 million (\$137.591 million with program delivery)

- **VOA Africa Division (9 Services)** - \$16.218 million (\$18.696 million with program delivery)
- **VOA East Asia & Pacific Division (10 Services)** - \$32.791 million (\$37.557 million with program delivery)
- **VOA Eurasia Division (9 Services)** - \$12.551 million (\$12.952 million with program delivery)
- **VOA Latin America Division (2 Services)** - \$5.199 million (\$5.199 million with program delivery)
- **VOA South Asia Division (8 Services)** - \$20.754 million (\$26.450 million with program delivery)
- **VOA Persian Division (1 Service)** - \$15.113 million (\$19.821 million with program delivery)
- **VOA English Division (1 Service)** - \$15.086 million (\$16.916 million with program delivery)

VOICE OF AMERICA'S WORLDWIDE ENGLISH
FY 2014 \$15.086 million (\$16.916 million with program delivery)

ORIGIN: 1942

DELIVERY METHOD: Television, Radio, Websites and Mobile Sites, Social Media

DESCRIPTION: VOA Worldwide English Service reports on issues and engages audiences in discussions about current events via radio, TV, social media, mobile and VOAnews.com. The service provides professional news programs in the morning and evening. On the weekends, current affairs, Americana and music programming is available along with VOA's 24/7 hourly, five minute newscasts. VOA Learning English presents news and information about America and the world and explains America, current events, health, science, entertainment and important issues through a form of English that is easy to understand.

See: International Broadcasting in the Western Hemisphere; International Broadcasting Europe; International Broadcasting in Africa; International Broadcasting in Near East Asia; International Broadcasting in East Asia Pacific; International Broadcasting in South and Central Asia

MIDDLE EAST BROADCASTING NETWORKS (MBN)

FY 2014 Actual: \$106.178 million; 771 employees

Language: 1

Countries: 22

MBN is a non-profit news organization that operates Alhurra Television, Alhurra Iraq Television, Radio Sawa, and Afia Darfur. The networks aim to provide objective and relevant news and information about the United States, the region, and the world to 22 Arabic-speaking countries. MBN works to support democratic values by providing ideas and opinions and an open exchange of ideas.

See: International Broadcasting in Near East Asia

RADIO FREE EUROPE/RADIO LIBERTY (RFE/RL)

FY 2014 Actual: \$95.26 million; 487 employees

Languages: 27

Countries: 22

RFE/RL reports to audiences in countries where the media is not free or only partially free. Its programming focuses on local and regional developments in places where government intimidation, censorship, economic hardship, ethnic and religious intolerance, violent extremism and other threats remain; and where independent journalists often face great risk. This includes Iran,

Afghanistan, Pakistan, Ukraine and Russia. RFE/RL journalists aim to provide uncensored news and open debate. On August 1, 2015 Radio Free Iraq was merged with MBN's Radio Sawa Iraq service.

See: International Broadcasting Europe; International Broadcasting in Near East Asia; International Broadcasting in South and Central Asia

RADIO FREE ASIA (RFA)

FY 2014 Actual: \$35.605 million (\$48.355 million with the Open Technology); 253 employees

Languages: 9

Countries: 6

Radio Free Asia delivers uncensored, fact-based news and information to citizens living in China, Vietnam, North Korea, Laos, Cambodia, and Burma (Myanmar). These countries are known for limiting and restricting access to media. It reports on local developments and issues often ignored by state-controlled media, such as official corruption, forced confiscation of land, labor standoffs, ethnic unrest, religious persecution, environmental hazards, human trafficking, health risks, and human rights abuses. RFA uses social and new media to deliver content to its audiences and takes advantage of growing digital formats and trends such as e-books, producing multimedia publications available for download and geared toward mobile devices and tablets. Its investigative reporting on human trafficking, food safety and the environment has recently won awards from the Hong Kong Journalists Association, Amnesty International, and the Society of Environmental Journalists.

In FY 2013, RFA's base budget was \$37.3 million for radio programming, but \$300,000 was transferred to it for China Research, in addition to \$4.2 million for the Open Technology Fund, which RFA maintains (see below: Counter-Censorship Efforts). Service costs may include related foreign operations and/or transmission costs where appropriate. Transmission costs are especially expensive for RFA as its content cannot be broadcast from low-cost U.S. government-owned and operated facilities in third countries where host countries are unwilling to risk antagonizing China. Using leased facilities drives higher transmission costs per hour.

See: International Broadcasting in East Asia Pacific

OFFICE OF CUBA BROADCASTING (OCB)

FY14 Actual: \$27.582 million; 116 employees

Language: 1

Country: 1

OCB, through Radio and TV Marti, aims to deliver a multimedia service of professional news and information to Cuba. The Martí's aim to inform and engage the people of Cuba by providing credible news and information. OCB uses shortwave, medium wave, direct-to-home satellite, Internet, flash drives, and DVDs

to help reach audiences in Cuba. Radio Marti also recently began live streaming content into Cuba via satellite radio through Sirius XM. Radio and TV Marti and martinoticias.com, which received more than 3.9 million visits in 2014, encourage freedom and democracy in Cuba through programs that focus on human rights and individual freedoms. According to a survey conducted by Bendixen and Amanti International, 2.2 million Cubans listen to Radio Marti.

See: International Broadcasting in the Western Hemisphere

RESEARCH AND EVALUATION

The BBG has been an interagency leader in measurement and evaluation. While the Agency's mission to "inform, engage and connect people around the world in support of freedom and democracy" is distinct from State Department public diplomacy activities in the sense that it does not aim to persuade attitudes regarding the U.S. or its policies, it is strategically aligned with foreign policy goals such as serving as a model of a free press and supporting its role in free, open, democratic societies, fostering greater understanding, and engaging audiences. Within the International Broadcasting Bureau, the Office of Research and Assessment (ORA) seeks to understand audiences and impact by measuring the efficacy of BBG programs in achieving

their objectives in the target countries within which they operate.

Specifically, BBG research measures effectiveness in terms of audience size, program quality and reliability, whether or not programming increases the audience's understanding of current events and American society and policies, whether audiences share the information with others, whether the information provided helps people to form opinions on important topics, and many other factors. The BBG contracts with Gallup to conduct quantitative audience and market research. Gallup focuses primarily on quantitative audience research, employing a mix of surveys, focus groups, in-depth interviews and audience panels.

COUNTER-CENSORSHIP EFFORTS AND RFA'S OPEN TECHNOLOGY FUND

Seeking to exemplify a free press and help foster and sustain free and democratic societies means having to counter governments who are actively seeking to disrupt it. Censorship denies international media the right to broadcast on radio and television, through interference with or jamming of shortwave radio or satellite broadcasts in violation of multiple international agreements, blocking citizens from accessing websites, and other actions.

The BBG works to counter censorship through a variety of technical and political channels, and promotes the rights of people worldwide to seek and receive information on all media platforms. These initiatives include monitoring Internet censorship in over 70

locations worldwide, integrating censorship circumvention technologies directly into mobile applications, and deploying a mobile application to secure online communications for users in Iran. Radio Free Asia's Open Technology Fund (OTF), opentechfund.org, which is funded by the BBG, also supports projects that create open and accessible technologies promoting human rights and open societies. In addition, the BBG partners with other international broadcasters and organizations to combat the deliberate interference with satellite broadcasting signals that silence independent media and prevent free access to information.

BBG ORGANIZATIONAL CHART

